## SCOR GROUP

SCOR enlarges its footprint in the global reinsurance market with the acquisition of Transamerica Re and is well positioned for the January 2012 renewals, holding its course in this testing financial environment

Société Générale conférence – "The premium review" Victor Peignet, CEO SCOR Global P&C



#### SOCIETE GENERALE – The "Premium" review

- SCOR's positive momentum continues, with the consistent application of its strategic cornerstones enabling the Group to confirm its "Strong Momentum" targets
- 2 Strong Q3 results
- SCOR is well positioned for the January 2012 renewals thanks to its specific position and client relationship focus, holding its course in this testing financial environment

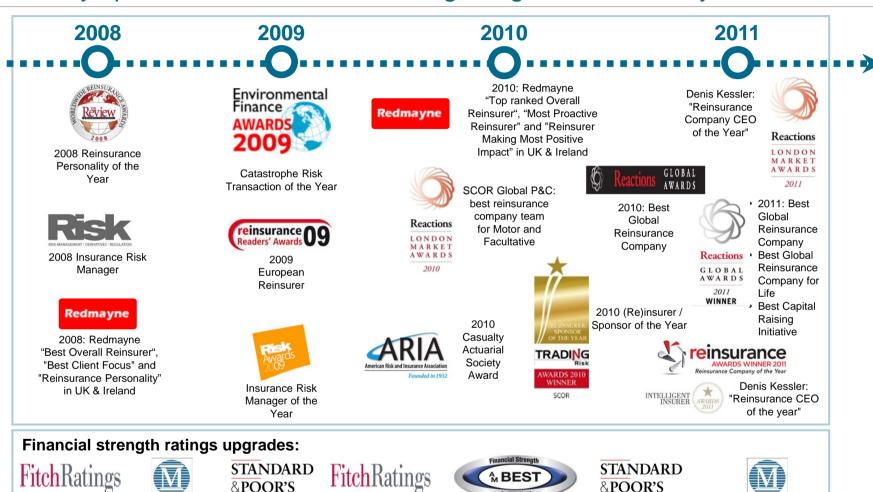


## SCOR's new advertising campaign





## In this volatile environment, SCOR's strong and consistent recognition by industry specialists demonstrates a high degree of continuity





04/12/08: To "A2" from "A3"; Outlook stable

13/03/09: To "A" from "A-"; Outlook stable

**Fitch**Ratings

21/08/10: "A": Outlook to positive from stable



10/09/10: To "A" from "A-"; Outlook stable

&POOR'S

01/10/10: "A": Outlook to positive from stable

07/10/10: "A2": Outlook to positive from stable



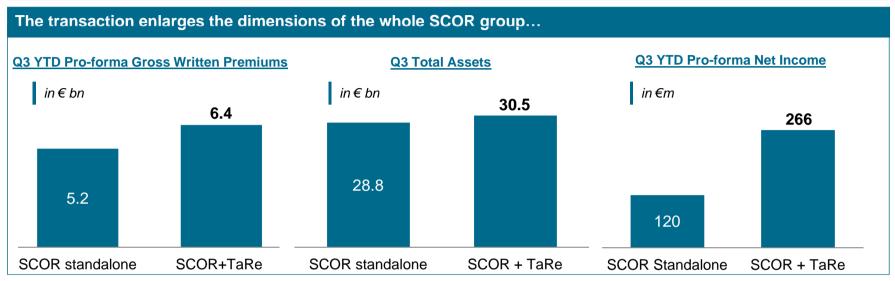
# SCOR confirms its "Strong Momentum" targets, in spite of an uncertain financial environment, thanks to the consistent application of its cornerstones

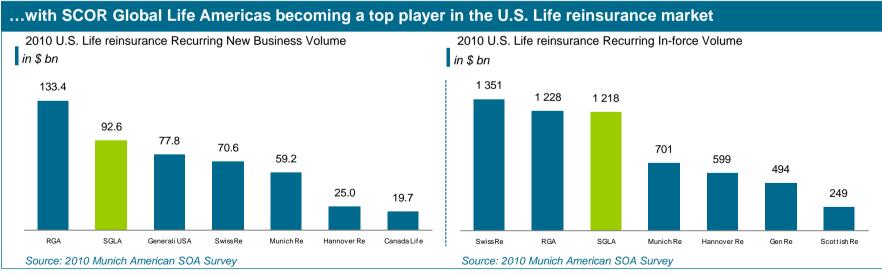


- □ SCOR's management is committed to delivering on the "Strong Momentum" plan, in spite of an uncertain and evolving environment
- □ SCOR values time consistency in the definition and implementation of its strategy and action plans



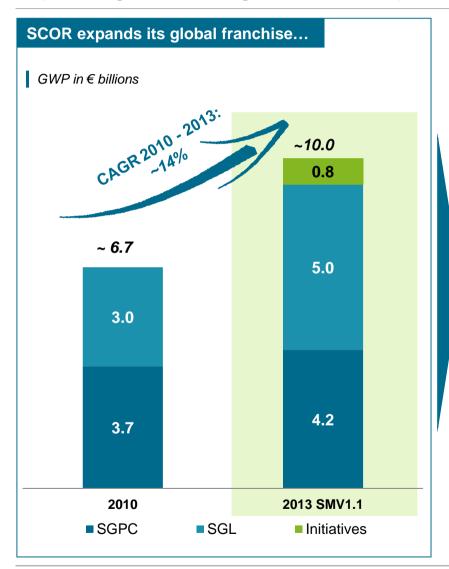
# The acquisition of Transamerica Re's mortality portfolio enables SCOR to enlarge its franchise, acquiring a new dimension in Life Reinsurance







# SCOR expands its global franchise within its "Strong Momentum" plan, expecting to reach gross written premiums of € 10 billion in 2013



without compromising on profitability			
	"Strong Momentum" V1.0	"Strong Momentum" V1.1	
GWP Growth	~9%	~14%	
Non-Life	~9%	~9%	
Life	~9%	~20%	
Non-Life combined ratio	~95-96%	~95-96%	
Life operating margin	>~7.5%	>~7.5%	
Return on invested assets	~3.5%1)	~3.4%1)	
Group cost ratio	~5%	~5%	
Pre-tax fee income (in €m)	~15	~6	
Tax rate	~22%	~22%	
Targets			
ROE above RFR <sup>2)</sup> over the cycle	1 000 bps	1 000 bps	
Security level provided to clients <sup>3)</sup>	AA	AA	



<sup>1)</sup> Excluding funds withheld and impact of sale of the U.S. annuity business

<sup>?)</sup> Three-month Risk Free rate

This reflects the level of security provided by SCOR according to the S&P scale; however it does not reflect any Rating Agencies' opinion of the Group

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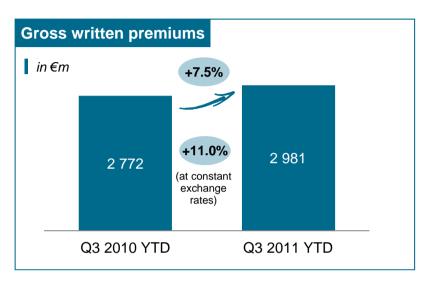
### Third quarter and first nine months published financial highlights

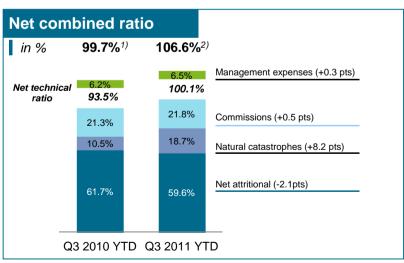
- ☐ Year-to-date gross written premium growth of 8%,driven by robust January, April and July renewals in SCOR Global P&C and by SCOR Global Life's Transamerica Re contribution since 9 August, 2011
- Strong third quarter net income at € 188 million with a TaRe contribution of € 108 million and solid performances from all divisions, aligned towards the "Strong Momentum" plan assumptions
- Year-to-date Net Income at €228 million, with exceptional Q1 Nat Cat activity largely offset by a strong underlying technical performance from both divisions:
  - SCOR Global P&C (SGPC) net combined ratio at 106.6%, driven by natural catastrophe losses of €476 million pre-tax (18.7 pts. combined ratio)
  - SCOR Global Life (SGL) operating margin stands at 6.9% compared to 7.1% in Q3 2010, supported by enhanced technical performance
- SCOR Global Investments (SGI) continues to pursue its rollover strategy, and thanks to its active portfolio management achieves YTD return on invested assets of 3.8%

Continued
strong
underlying
performance
offsetting
exceptional
Q1 2011 Nat Cat
activity



# SGPC Q3 figures confirm the Group's ability to absorb the exceptional Q1 Nat Cat losses and the validity of the "Strong Momentum" plan assumptions







- Q3 standalone:
  - Net Combined ratio of 94.8% well in line with "Strong Momentum" 95%-96% assumption range
  - Net Nat Cat ratio of 5.9% impacted by Copenhagen "cloudburst" and hurricane Irene (€32 and €19 million respectively), with no net deterioration from Q1 events thanks to SCOR's capital shield program
- ☐ Year-to-date and quarter attritional loss ratios within expectations at 61.4% and 61.3% respectively (YTD on "as if" basis, excluding the 1.8 pts positive effect of the WTC subrogation settlement recorded in Q2 2011)
- □ Increase in premium volume in line with "Strong Momentum" projection of ~9% per annum growth
- P&C markets showing signs of upturn in Property pricing beyond the programs hit by losses, confirming indications on 2012 renewal trends given by SCOR at Monte Carlo



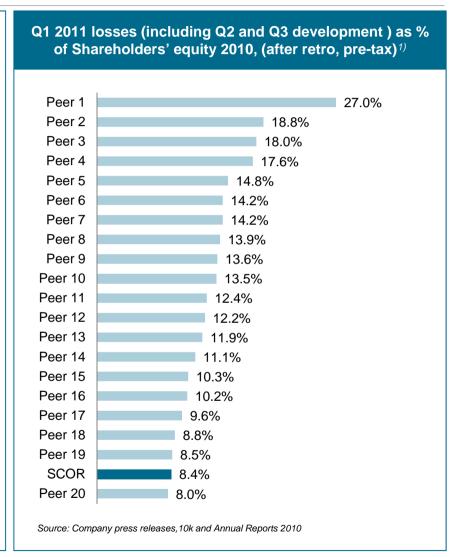
<sup>)</sup> Note: 2010 figures after SCOR group functions reclassification – Please refer to slide 56 of Full Year 2010 results presentation for more details

3) Nat Cat losses expressed as pre-tax

<sup>2)</sup> The Q3 2011 YTD Combined ratio includes a € 47 million (pre-tax) positive effect (1.8 pts) related to settlement of the subrogation action undertaken by World Trade Center Property insurers against the Aviation insurers

# 2011 cat activity has proven the effectiveness of SCOR's capital shield policy

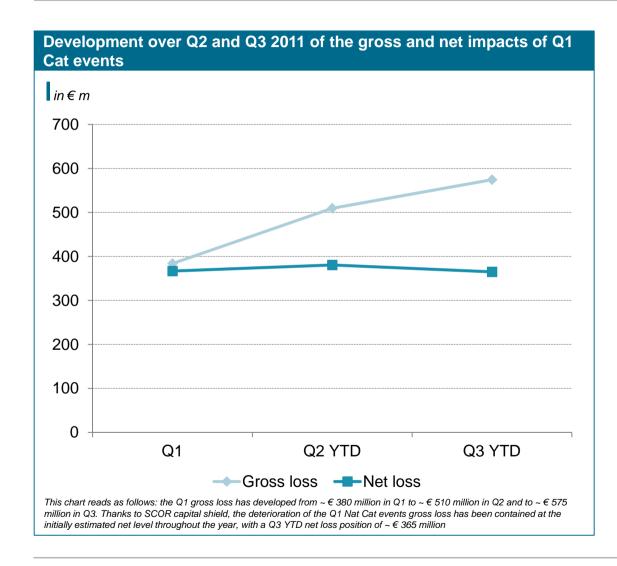
- ☐ To limit the impact of large events, SCOR uses a combination of instruments:
  - Retention: in line with its moderate increase of risk appetite, progressively increasing our retention levels
  - Traditional retrocession
  - Insurance Linked Securities:
    - Atlas V / Atlas VI; Mortality swap
  - Contingent Capital
    - In line with the Strong Momentum plan V 1.1, SCOR has redefined the trigger level of its Contingent Capital instrument
    - For the remainder of 2011, this has substantially reduced the probability of the cover being triggered, which now stands at around 1%
    - For 2012, contingent capital to be considered as last resort protection
- ☐ 2011 was a real stress test of this strategy
  - The net burden of natural catastrophes has been less important for SCOR than for its peers
- ☐ A significant proportion of the Group's covers are still in place for the rest of 2011<sup>2</sup>):
  - 77% of overall retrocession cover for 2011 remains available
  - 40% of 2012 Cat retrocession cover is already secured through multi-year covers





<sup>1)</sup> Peers in alphabetical order: Amlin\*\*, Aspen, Axis, Beazley\*\*, Catlin\*\*, Everest, Flagstone, Hannover Re, Hiscox, Mapfre Re, Montpelier, Munich Re, Novae\*\*, Odyssey Re, Partner Re, Platinum, Renaissance Re, Sirius International, Swiss Re, Transatlantic; companies with \*\* have losses as of Q2 2011 due to reporting timeline

# SCOR's strong capital shield policy has efficiently protected the Group against the exceptional Q1 events and their deterioration on a gross basis





- Whilst these events were characterized by very high uncertainties over their gross impact, SCOR Global P&C's initial estimates of the net impact have proven to be fairly accurate thanks to the capital shield in place
- 77% of the capital shield remains intact at the end of Q3 2011



#### SOCIETE GENERALE – The "Premium" review

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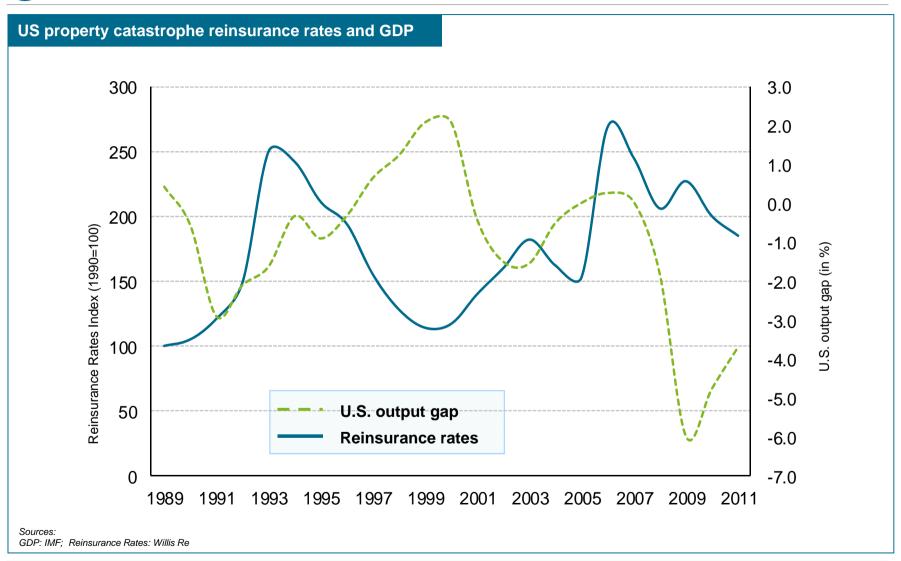


# SCOR views current reinsurance markets conditions as consistent with its profitability targets

- Reinsurance prices are largely de-correlated from the economic environment
- P&C pricing environment is likely to improve
- SCOR is well positioned on fragmented markets, offering attractive pockets of growth



## 1 Reinsurance is largely de-correlated from the economic environment





## 2

# 2012 outlook confirms likely rates increases, confirming the high fragmentation of the P&C reinsurance market

	Line of Business	Weighted average 2012 pricing <sup>1)</sup> expected trends by LoB	Min. – Max. by market	Markets concerned	
	Liability	flat	0 – 5%	USA, Australia, Japan,	
P&C Treaty	Motor	+ 1.5%	5 – 15%	France, Scandinavia,	
Pac Heaty	Property	+1%	0-20%	Eastern Europe, Germany,	
	Property Cat	+ 7%	0 – 50%	UK	
	Property Energy	+ 5%	0 – 25%		
	Property Non Energy	+ 5%	0-20%		
Business Solutions	Liability	flat	-5% to +5%	Not applicable (global LoB)	
	Offshore	flat	0-25%	(global Lob)	
	Engineering	+ 2%	0 – 5%		
Specialty Lines	U.S. Cat Nat	+ 10%	5 – 25%	Not applicable	
	Others	flat	N/A	(global LoB)	
Weighted average	e across the portfolio	>2%			



# 3

# SCOR's global business model optimally fits the increasingly fragmented P&C reinsurance markets

# by its capital management thanks to a single fully integrated Information

management and its internal model

by its risk

by its operational management

thanks to a
single fully
integrated
Information
System
encompassing
contract
administration,
accounting,
underwriting,
modelling,
pricing and
reserving

#### ... that operates based on a multidomestic deployment

of its network: 25 local entities for a strong market presence in Treaty P&C, cross selling Specialty Lines and Business Solutions centres of excellences

of its resources: local teams supported by centralized underwriting, global risk management functions and shared services from 6 hubs

for a purpose-built and on-line managed diversification

## SCOR benefits from the fungibility of its capital and its diversification

thanks to the **re-structuring** effected over the past 5 years

around 3 inter-connected **capital pools**: Europe, Americas and Asia-Pacific

with optimized and flexible capital allocations in each pool

Thanks to this unique combination of and balance between global and multi-domestic approaches, SCOR Global P&C is equipped to:

- ☐ Timely detect trends and pockets of profitable underwriting, and anticipate changes
- ☐ Frictionlessly reallocate capital among its entities
- □ Swiftly access business, having the infrastructure in place to book and service it
- □ Conduct real-time portfolio management: the deal-making teams of underwriters, modellers and pricers have become portfolio managers and the remuneration policy is designed to reward them for the efficiency of their management<sup>1)</sup>



# SCOR is well positioned to progress thanks to its specific position and client relationship focus, confirming its "Strong Momentum" assumptions

#### Positive reinsurance industry outlook

- □ Decoupling of reinsurance from insurance:B to B vs. B to C
- □ A limited (and not increasing) number of reinsurance market leaders and price makers
- More barriers of entry than generally perceived based upon cat business "free" trading
- Increased discipline in the industry
- ☐ In "emerging" markets, potential for meaningful growth fuelled by underlying insurance trends
- Less dominant positions of historical leaders and redistribution of shares within a panel of market leaders and price makers (top 5)
- ☐ Very different dynamics among the first tier reinsurers

#### SCOR is ready to take business opportunities

- SCOR benefits from the positive momentum and its improved position in the industry
- Underwriting plans for 2012 defined, strictly adhering to profitability targets, with the full benefit of previous portfolio management actions still to come
- ☐ Focusing on medium to long-term relationship with clients: "no stop & go"
- Confirming twin-engine strategy with Life and P&C businesses, for global offering and customized solutions
- Ensuring proximity to stakeholders with hub organization and local teams with global expertise support

#### SCOR Global P&C (SGPC) keeps delivering and confirms its "Strong Momentum" assumptions

- SGPC is ideally structured to benefit from an industry which is characterised by an increasingly fragmented pricing environment and in line with SMV1.0 market pricing assumptions
- □ SGPC's continued focus on active portfolio management and high diversification of its existing portfolio lead to profitability assumptions in line with "Strong Momentum", targeting a CR% of 95%-96% over the plan period
- □ SGPC historical superior stability of results is supported by an active capital shield policy
- □ Total volume growth over the plan period projected at 9% per annum, with both organic growth and new initiatives, demonstrating the commercial dynamism of the SGPC franchise



## SCOR holds its course in this testing financial environment



Encouraging pricing environment, sustaining reinsurance growth expectations

Life portfolio fully focused on mortality risk

With close to zero sensitivity on interest rates changes Strongly capitalised

Leveraging on high diversification benefit Prudent asset management

Low duration, high cash position and high average rating of its asset portfolio Optimally diversified

Between Life and P&C, by Line of Business and by Geography "A" rating¹) with positive outlook from S&P, Moody's and Fitch History of bestin-class ROE with lowest volatility in the industry



## Appendix



## SCOR Q3 2011 QTD financial details (published only)

in€	m (rounded)	Q3 2011 QTD	Q3 2010 QTD	Variation at current FX	Variation at constant FX
	Gross written premiums (GWP)	2 021	1 762	14.7%	20.0%
	Net earned premiums	1 781	1 572	13.3%	
	Operating result	147	151	-2.3%	
	Net income	188	111	70.1%	
<u>a</u>	Cost ratio	5.4%	5.4%	0.0 pts	
Group	Net investment income	120	172	-30.0%	
ဖ	Return on invested assets	2.7%	3.8%	-1.1 pts	
	ROE	19.4%	11.0%	8.4 pts	
	EPS (€)	1.03	0.62	67.9%	
	Book value per share (€)	22.77	23.41	-2.7%	
	Operating cash flow	90	259	-65.3%	
P&C	Gross written premiums (GWP)	1 037	1 008	2.9%	7.4%
Ъ	Combined ratio	94.8%	94.9%	-0.1 pts	
Life	Gross written premiums (GWP)	984	754	30.5%	36.9%
	Life operating margin	6.4%	8.4%	-2.0 pts	



## SCOR Q3 2011 YTD financial details (published only)

in€	m (rounded)	Q3 2011 YTD	Q3 2010 YTD	Variation at current FX	Variation at constant FX
	Gross written premiums (GWP)	5 421	5 020	8.0%	11.4%
	Net earned premiums	4 748	4 485	5.9%	
	Operating result	192	334	-42.4%	
	Net income	228	267	-14.5%	
Q.	Cost ratio	5.5%	5.6%	-0.1 pts	
Group	Net investment income	464	519	-10.6%	
G	Return on invested assets	3.8%	4.0%	-0.2 pts	
	ROE	7.2%	8.8%	-1.6 pts	
	EPS (€)	1.25	1.49	-16.0%	
	Book value per share (€)	22.77	23.41	-2.7%	
	Operating cash flow	474	467	1.5%	
P&C	Gross written premiums (GWP)	2 981	2 772	7.5%	11.0%
<u>a</u>	Combined ratio	106.6%	99.7%	6.9 pts	
Life	Gross written premiums (GWP)	2 440	2 248	8.5%	11.9%
=	Life operating margin	6.9%	7.1%	-0.2 pts	



## TaRe acquisition contribution to Q3 published and pro-forma 1) accounts

TaRe Q3 2011 contribution to published accounts			
in €m (rounded)			
Purchase price	646 <sup>2)</sup>		
- Net assets acquired	760 <sup>2)</sup>		
Profit from a bargain purchase (badwill)	114		
- Transaction costs (net of tax) <sup>3)</sup>	13		
Gain on purchase	101		
Operating performance (net of tax) <sup>4)</sup>	7		
Net Income	108		

Strong published Net Income contribution from
TaRe (€ 108 million), with gain on purchase of
€ 101 million and operating performance of
€7 million

- Published contribution of Transamerica Re (TaRe) business amounts to gross written premiums (GWP) of €256 million with an operating margin of 5.9%, impacted by low investment returns due to the high proportion of cash in TaRe's assets
- On a pro-forma basis, GWP for TaRe amounts to € 1.2 billion, with an operating margin of 6.2%

9 August – 30 September results	
in €m (rounded)	
Gross written premiums (GWP)	256
Operating margin	5.9%





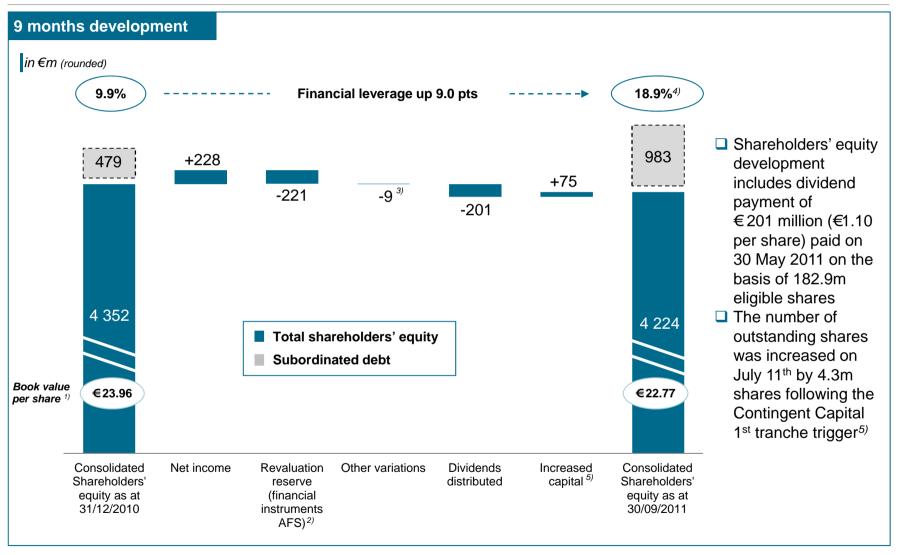
<sup>1)</sup> For more details on published and pro-forma accounts see Q3 2011 presentation, Appendix A & B, from page 28

<sup>2)</sup> FX used for PGAAP accounting: 1 USD = 0.7028 EUR

<sup>3)</sup> Transaction costs incurred in Q3 2011 only

<sup>4)</sup> Operating performance net of tax reflects Q3 2011 figures for Transamerica Re from acquisition date, i.e. 52 days (09/08-30/09) of full Transamerica Re

## Shareholders' equity development





Excluding minorities
 Variation of unrealized gains/losses on AFS securities, net of shadow accounting and taxes

<sup>3)</sup> Other variations includes primarily *-*€ 8 million of Treasury stocks

<sup>4)</sup> In respect of the CHF 650 million subordinated debt issuance, SCOR entered into cross-currency swaps which exchange the CHF principal and coupon into EURO, and mature on 2 August 2016. The calculation of the ratio includes the effect of these swaps

<sup>5)</sup> Please refer to press release of the 6 July 2011 on Contingent capital

## Strong generation of cashflow throughout the year

Q3 2011

in €m (rounded)	YTD
Cash and cash equivalents at 1 January	1 007
Net operating cash flow, of which:	474
SCOR Global P&C	286
SCOR Global Life	188
Net cash flow from investment activities <sup>1)</sup>	-407
Net cash flow from financing activities <sup>2)</sup>	315
Effect of exchange rate variations on cash flow	18
Total cash flow	400
Cash and cash equivalents at 30 September	1 407
Short-term investments (i.e. T-bills less than 12 months) classified as "other loans and receivables"	1 281
Total cash and short-term investments	2 689

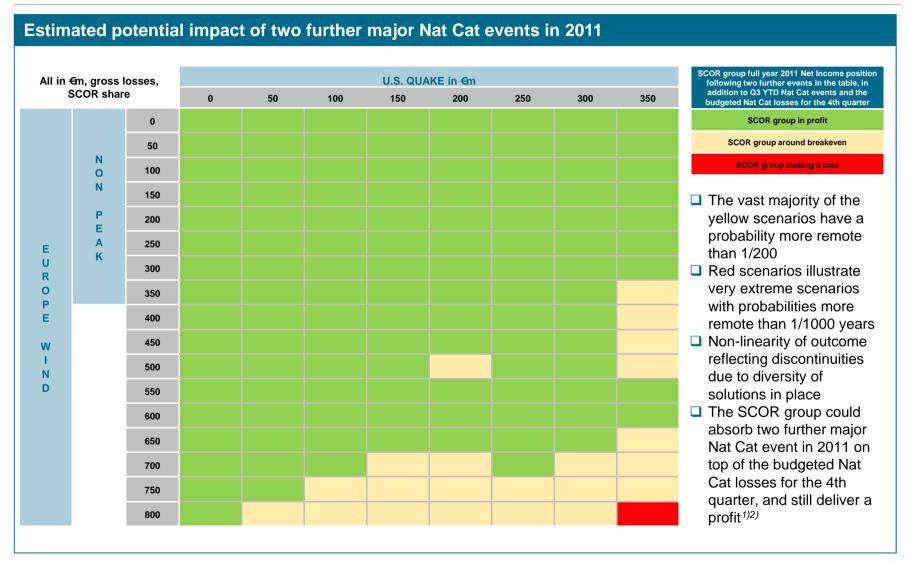
- Business model continues to deliver strong operating cash flow of €474 million as of 30 September 2011, with robust contribution from both business engines
- Q3 2011 operating cash flow impacted by over
   € 100 million of cash payments related to
   Q1 Nat Cat events
- Cash and short-term investments position increases to €2.7 billion at Q3 2011, compared to €1.3 billion at Q4 2010, tactically keeping a defensive position in the current market turmoil
- Approximately €5.2 billion liquidity (including cash and short-term investments) expected within the next 24 months thanks to rollover investment strategy



Investment activities are the acquisition and disposal of assets and other investments not included in cash equivalents. They predominantly include net purchases / disposals of investments:

<sup>2)</sup> Financing activities are activities that result in changes in the size and composition of the contributed equity and borrowings of the entity. They predominantly include increase in capital, dividends paid by SCOR SE and cash generated by the issuance or reimbursement of financial debt

## 77% of protection still in place for the remainder of 2011 (as of 30/09)

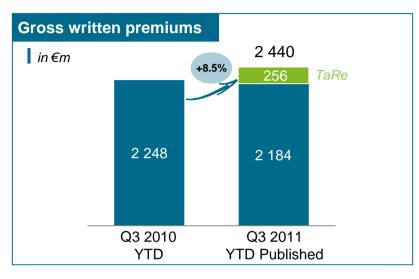




<sup>1)</sup> A "normal" quarter is defined as having 6 points of Nat Cat load in net combined ratio

<sup>2)</sup> Excluding any major disruptions to financial markets or deterioration in Life performance or other material unexpected events

# SCOR Global Life franchise demonstrates solid profitability with robust new business growth



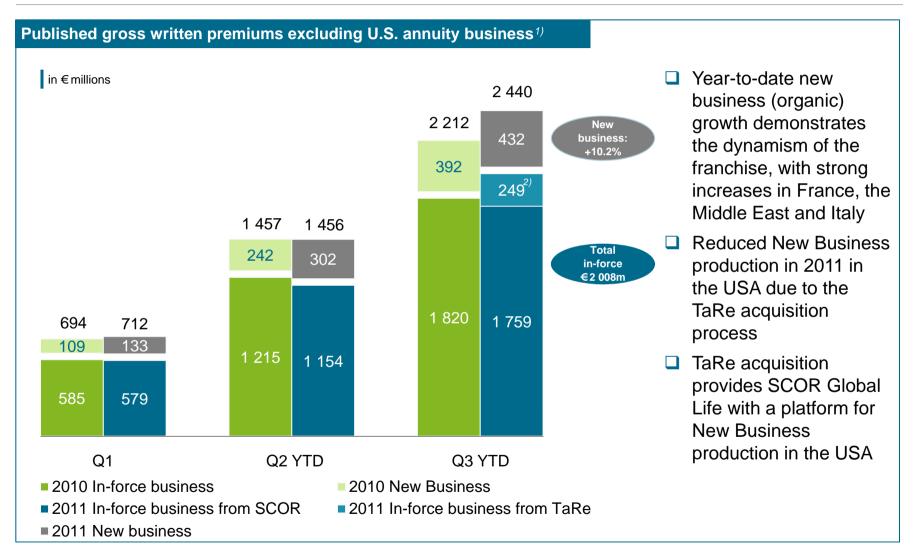




- Published YTD premium increase driven by TaRe acquisition (+ €256 million), offsetting a slight premium reduction due to U.S. annuity business disposal<sup>1</sup> (€36 million) and negative FX effect (€53 million)
- Strong new business production (approx. +10% compared to Q3 2010)
- Double digit premium growth in Critical Illness and Personal Accident as well as in Western and Central Europe, Scandinavia, the Middle East and Latin America
- Strong operating margin of 6.9% in line with 2010 at 7.1%, with improved technical performance but reduced investment income contribution due to prudent asset management
- Proven resilience of business model in a low-yield environment as a result of its biometric focus and low sensitivity to financial market risk, further confirmed with the U.S. annuity business disposal<sup>1)</sup>
- □ Transamerica Re acquisition consolidates SCOR Global Life's (SGL) position among the top-tier worldwide Life Reinsurers, becoming the #2 provider in North America by new business volume



# Robust new business (organic) growth will leverage further on the Transamerica Re acquisition and its North American position

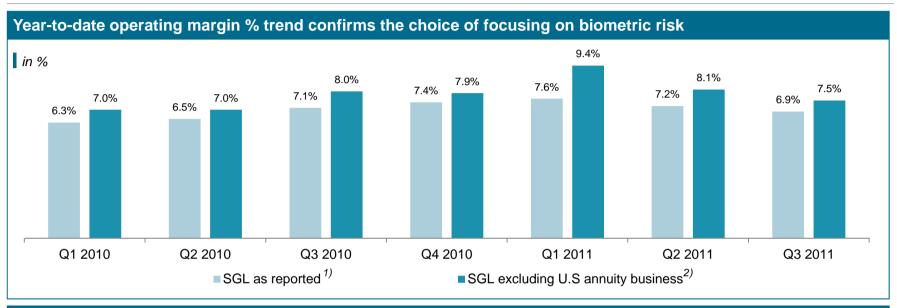


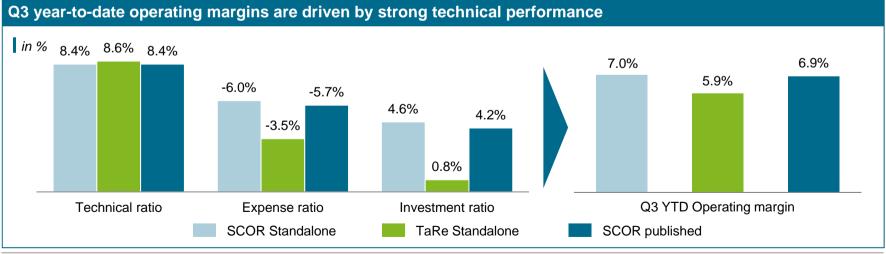


<sup>1)</sup> See press release #22 of 19 July, 2011 in relation to SCOR's disposal of its U.S. annuity business through the sale of its subsidiary Investors Insurance Corporation (IIC)

Global Life 2) Transamerica Re Gross Written Premium (GWP) contribution in the third quarter of 2011 published account is € 256 million; the difference (between € 256 million and € 249 million) of € 7 million is accounted for in the New Business box (€ 432 million in the graph)

## SGL operating margin is on track with "Strong Momentum" assumptions, with strong underlying year-to-date technical performance



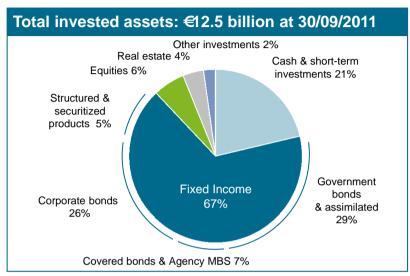


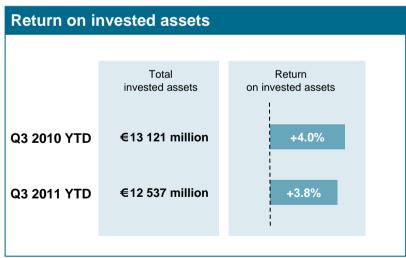


<sup>1) 2010</sup> figures after SCOR group functions reclassification – Please refer to slide 56 of the Full Year 2010 results presentation for more details

See press release #22 of 19 July, 2011 in relation to SCOR's disposal of its U.S. annuity business through the sale of its subsidiary Investors 29 Insurance Corporation (IIC)

# SCOR Global Investments achieves a strong YTD return on invested assets of 3.8%, despite an uncertain economic and financial environment





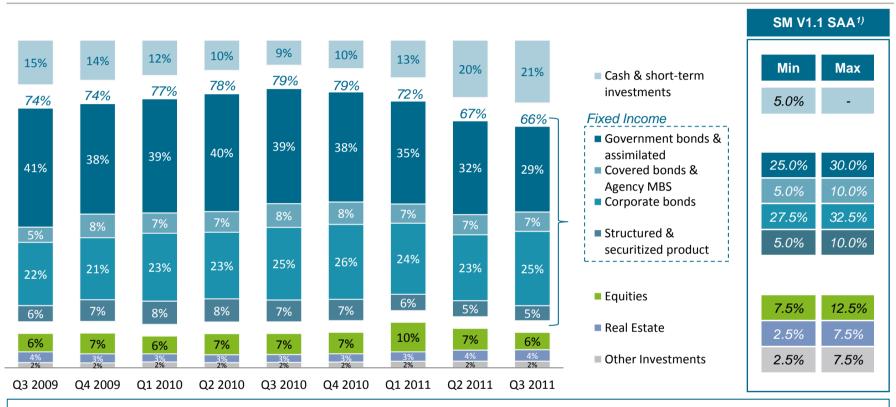


- Total investments of €20.5 billion, of which total invested assets of €12.5 billion and funds withheld of €8.0 billion
- ☐ Tactical decision to keep a defensive stance given current market turmoil, with significant cash and short-term investments position (21%)
- ☐ Significant and deliberate reduction of exposure to equities executed mid June 2011 (-27% of Q1 2011 equities exposure)
- Rollover investment strategy maintained within the fixed income portfolio, with a relatively short duration of 3.0 years
- Despite an uncertain macroeconomic environment and turbulent financial markets, strong asset management performance has been maintained mainly due to portfolio positioning and active management:
  - YTD investment income on invested assets of € 346 million, of which realized gains of € 135 million YTD, partially offset by strict and unchanged impairment policy of € 38 million YTD
  - YTD return on invested assets of 3.8% (4.2% excluding impairments)

Note: 2010 figures after SCOR group functions reclassification - Please refer to slide 56 of Full Year 2010 results presentation for more details



# SGI follows the clear Strategic Asset Allocation confirmed in SM V1.1, while remaining flexible by actively adapting its Tactical Asset Allocation



- Sovereign debt crisis identified as early as November 2008: SCOR has not been affected and currently has no exposure to public debt issued by Greece, Spain, Ireland, Portugal or Italy
- Anticipated deepening of the sovereign crisis, leading to a significant reduction of exposure to government bonds by 12 points in two years, from 41% of the invested assets portfolio in Q3 2009 to 29% at Q3 2011
- Equity exposure reduced to 6% of total invested assets in Q3 2011, down by 4 points since Q1 2011, with the majority of the reduction voluntarily executed ahead of the August 2011 equities fall
- Significant tactical cash and short-term investments position (21% at Q3 2011) to temporarily protect the investment portfolio and to be reinvested quickly as soon as current market turmoil recedes



#### **Notice**

Certain statements contained in this presentation are forward-looking statements, of necessity provisional, that are based on risks and uncertainties that could cause actual results, performance or events to differ materially from those in such statements.

Undue reliance should not be placed on such statements because by their nature they are subject to known and unknown risks and uncertainties.

As a result of the extreme and unprecedented volatility and disruption related to the financial crisis, SCOR is exposed to significant financial, capital market and other risks, including movements in interest rates, credit spreads, equity prices, currency movements, changes in government or regulatory practices, changes in rating agency policies or practices, and the lowering or loss of financial strength or other ratings.

Additional information regarding risks and uncertainties is set forth in the 2010 reference document filed on 8 March 2011 under number D.11-0103 with the French Autorité des Marchés Financiers (AMF) (the "Document de Référence") and posted on SCOR SE's website www.scor.com.

The Group's financial information is prepared on the basis of IFRS and interpretations issued and approved by the European Union. This financial information does not constitute a set of financial statements for an interim period as defined by IAS 34 "Interim Financial Reporting"

The presented Q3 2011 financial information is Unaudited. 2010 ("comparatives") figures have been adjusted to reflect the SCOR group functions reclassification which was announced with the Q4 2010 disclosure. The corresponding 2010 originally published figures are provided in the Appendix.

Numbers presented throughout this report may not add up precisely to the totals in the tables and text. Percentages and percent changes are calculated on complete figures (including decimals); therefore the presentation might contain immaterial differences in sums and percentages and between slides due to rounding.



# In the presentation two sets of financial data are used: published accounts & pro-forma information

#### Unaudited published accounts: 9 months YTD and 3rd guarter accounts

- Reflect Q3 2011 figures for Transamerica Re (TaRe) from acquisition date, i.e. 52 days (09/08-30/09) of full Transamerica Re consolidation
- ☐ Audited annual accounts will be prepared reflecting Transamerica Re from acquisition date
- ☐ Prior year comparatives do not include Transamerica Re (acquired on 09/08/2011)
- ☐ Comparatives adjusted to reflect updated basis of Group function cost reporting<sup>1)</sup>

#### Unaudited pro-forma information: 9 months YTD information

- ☐ Following IFRS 3 guidance an acquirer shall disclose information that enables users of its financial statements to evaluate the nature and financial impact of business combinations that were effected during the period
- □ The unaudited pro-forma financial information as of 30 September 2011 is presented to illustrate the effect on the Group's income statement of the Transamerica Re acquisition as if the acquisition had taken place on 1<sup>st</sup> January, 2011. Disclosure of pro-forma gross written premiums and pro-forma net income will be included in 2011 DDR
- No prior year comparatives required

